

FINANCE

The mission of the Finance Department is to coordinate the financial affairs of the City and provide various internal services and supplies for all City departments.



Overview

The Department of Finance provides a variety of support functions to City departments and officials. The Director's Office coordinates all accounting, external auditing, bookkeeping, billing, revenue collection and purchasing activities for the City. In addition, the Director is tasked with supervising the preparation of the annual City budget, investment policies, debt management program, retirement systems, special assessments, risk management and data processing systems.

The Budget Office advises the City Manager and Director of Finance on the budget and related financial matters. Budget staff respond to research requests and administer the operating and capital budgets. The Controller's Office directs the general accounting, auditing and payroll activities of the City, while the Purchasing Office acts as the centralized purchasing agent for the City. The City's debt issuance is coordinated through the Debt Management section and Treasury is responsible for all revenue management and investment activities.

The Finance Department also manages Information Technology, providing data processing and telecommunication services to City departments. Copier service, micrographics, printing and stationery stores services are provided through the Stationery Stores Fund. Life, health and worker compensation coverage of City employees, as well as risk management functions and the Safety Office are funded from the Self-Insurance Fund. Pension Management oversees the pension funds. Economic development projects are coordinated through the Economic Development Fund.

The Finance Department provides many varied services to City departments and citizens directly.

Finance and Operations

The Finance Department includes a variety of organizational support functions, many of which are financed from various sources. Information Technology / Information Services, Stationary Stores and Self Insurance are from internal service funds, with receipts derived from departmental users. Economic Development activities are funded through a special revenue fund. Pension assets for City employees are held in trust funds and managed by the Department of Finance.

The Director's Office is responsible for the overall management of the department, as well as the development, preparation and administration of the City's annual budget. The Budget Office also coordinates preparation of the ten-year Capital Improvement Plan, in addition to the five-year financial plan, which is prepared for long-term forecasts.

Staff advise the City Manager and the Director of Finance regarding financial and management issues, and provide research for City management staff. Assistance is provided



In addition to preparing the annual budget, Finance staff coordinate research projects, often in cooperation with other departments, to facilitate informed decision making and present information to citizen groups.



to City departments regarding appropriate and necessary budget procedures. Budget Office staff receive assistance on revenue and expenditure planning and statistical research from the Center for Economic Development and Business

Research (CEDBR) at Wichita State University. The CEDBR also assists with preparation of the City's Economic Profile.

The Controller's Office provides general accounting services for City departments. Support includes processing vouchers and issuing checks. Controller's Office staff also administer approximately \$6 million of grants annually. The coordination of the annual external audit is performed by Controller's Office, as well as the cost-allocation plan, which allocates overhead and administrative costs among City departments. A significant responsibility is the preparation of quarterly reports outlining the City's financial condition and the Comprehensive Annual Financial Report. Controller staff continually work to ensure that internal controls are in place to guard against waste, inefficiency and financial infidelity.

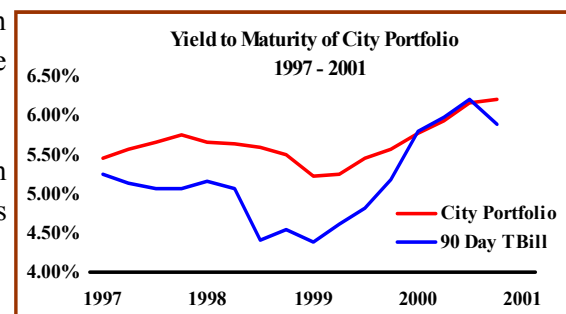
In 1999, a significant enhancement to the City's accounting information systems occurred with the installation of a new financial reporting and purchasing system. The finance system enables departments to requisition materials electronically, permits department heads to approve documents on-line, and offers increased flexibility in financial reporting.

The Purchasing Office performs the centralized purchasing of City goods and services. Staff seek to procure the highest quality products and services for City departments at the lowest possible cost. In 1999, the Purchasing Office coordinated the City's migration to credit card purchasing, allowing for efficient purchasing and accounting of goods by field staff. In 2001, Purchasing implemented an electronic procurement system known as e-gov (via the Internet) at www.wichitagov.org, which allows vendors to register on-line and to electronically receive and submit bids, receive purchase orders, provide invoices and obtain payments. The e-gov system has improved staff efficiency, and reduced bid costs to the City by improving information flow.

The Debt Management section has two primary areas of responsibility: coordinating the sale of general obligation bonds and calculating and administering special assessments. Staff spread special assessments to benefit districts, certify assessment rolls to the County, and reapportion special assessments to parcels that have been split, re-platted or newly platted. Special assessment tax records are also retained in this section.

Treasury is responsible for the investment of the City's pooled investment portfolio, which typically is approximately \$200 million. Using the 90-day U.S. Treasury bill as a benchmark, the investment activity of the City has been very successful. Projecting cash balances and maintaining adequate cash flow for the City are functions performed by this office.

Treasury staff currently administer the City's false alarm ordinance. False alarm administration however, is shifted to the Police Department beginning in 2002.



City Hall Express, an office of the Treasury Division, coordinates the collection of City revenues, ranging from water bills to license fees. City Hall Express is operated from 8 to 5 daily to facilitate customer payments. Selected payments to the City may be made at cooperating local grocery stores for customer convenience, as well.

The Economic Development office coordinates the economic development activities of the City. Staff work to attract new businesses and retain existing businesses by developing and arranging innovative special financing. Financing tools include the issuance of Industrial Revenue Bonds (IRB), the use of

Treasury operates the Express Office on the first floor of City Hall for convenient payment of City fines, fees and billings.

tax exemptions, and the use of tax increment financing. Revenues are derived primarily from administrative charges on IRB issuances. In addition, the General Fund augments Economic Development Fund resources.

Economic development activities are pursued by partnering with private business. Partnering takes many forms, one of which is the offering of Industrial Revenue Bonds. IRB financing facilitates job creation and retention while providing qualified businesses with a tax exemption on equipment and facilities financed with the IRB proceeds. IRB financing also allows businesses to finance expansion at a lower interest rate than is otherwise available. Currently, over \$3.8 billion is outstanding in IRBs.

Another form of financing utilized to generate economic growth is Tax Increment Financing (TIF). The Economic Development Office oversees the creation of TIF districts to stimulate economic growth by allowing any increase in assessed valuation (and the resulting increase in property taxes) to be directed exclusively towards redevelopment purposes. Tax increment financing districts have been utilized to revitalize the 21st and Grove area, to finance improvements to Old Town, and to encourage the development of the East Bank area. Each TIF has stimulated long term economic viability.

In 1999, a \$10 million public/private partnership was initiated to provide loan funds to start or enhance existing small and/or minority businesses, which would not otherwise receive commercial loans.

Pension. The Finance Department includes five staff that administer the activities of the City's two distinct pension funds. The Wichita Police and Fire (WPF) fund provides for the retirement of police officers and firefighters, which includes three separate plans: Plan A, Plan B, and Plan C-79. Plans A and B are closed. Under C-79, an employee can retire with 30 years of service regardless of age, or with 20 years of service and 50 years of age.

For general government workers, the Wichita Employees Retirement (WER) Fund has been established which includes Plan 1, Plan 2 and Plan 3. Plan 1 is closed. Under Plan 2, an employee can retire at age 62, receiving 2.25% of their final average salary per year of service. Plan 3 is a defined contribution plan.



Cessna Training Facility; a public/private partnership financed through the 21st and Grove TIF District and a HUD Section 108 loan.



Sixteen member boards administer both pension funds. The WER Board includes the City Manager and the City Manager's designee, seven members appointed by the City Council, and seven members elected by the plan participants. The Police & Fire Board includes the City Manager, the Fire Chief, the Police Chief, seven members appointed by the City Council, and six members appointed by plan participants. The investment activities of the Board are consolidated, with oversight from an eleven member Investment Committee composed of WER and WPF Board members. Pension Management provides staff support for the Boards.

Pension funds are invested based on the asset allocation plan adopted by the boards. In the past, the allocation has been 66 percent equities and 34 percent fixed income instruments. An annual return of 7.75 percent is assumed for actuarial purposes.

Self Insurance. The Department's Risk Manager and support staff are responsible for sound risk control and safety procedures and the financing of these risks consistent with the City's financial resources. Specifically, staff administer the City's Life Insurance, Worker's Compensation, Health Insurance and General Liability Risk Management. In addition, Safety Office staff and an Environmental Compliance Officer are included in Self Insurance.

Life Insurance coverage is available for all full-time City employees. Premiums are financed one-third each by the employee, the City and fund interest earnings. High quality health insurance at affordable rates is also available to employees and retirants. The City finances 75 percent of premium costs for active employees, with the remaining 25 percent funded by the employee.

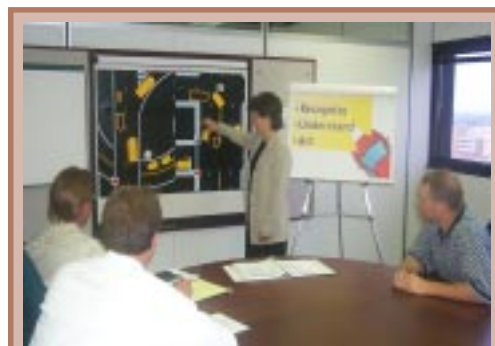
Annually Risk Management personnel investigate and process over 500 worker's compensation claims. The staff also review property and liability loss exposure issues. When appropriate, the defense and settlement of tort claims are funded by the Self Insurance.

Safety Office staff strive to encourage City employees to develop safe work habits. Numerous training sessions are held, covering topics such as defensive driving, bloodborne pathogens, electrical safety and ergonomics. Over 650 City employees attend training monthly.

An Environmental Compliance Officer was included in the 2001 Budget to ensure that City's environmental risk

Pension Funds		
	WER	P&F
Funds Assets (millions)	455	377
Number of Pensioners	1,151	837
Annual Pension Payments (millions)	17.6	15.5
Plan participants	2,169	1,830

Pension Statistics		
	1999	2000
W E R fund return	16.75%	-2.01%
W P F fund return	17.88%	-2.01%
W E R funding ratio	120	125.9
W P F funding ratio	113	114.6



Safety Office staff encourage safe work habits and a safe work environment through aggressive training, inspection of work sites and facilitation of work environment improvements.



Self Insurance Fund Expenditures		
	2001	2002
Life Insurance	853,820	853,820
Health Insurance	17,873,240	19,733,030
Workers Compensation	3,651,430	3,787,390
Risk Management	1,749,860	2,097,090
Safety Office	207,330	207,300
Tort	839,070	839,070
Environmental Compliance	47,500	95,560
Total Self Insurance Fund	25,222,250	27,613,260

exposures are properly identified. In addition, the Compliance Officer will be tasked with mitigating, in a cost-effective method, potential and existing environmental concerns.

Stationery Stores. To insure the most cost efficient delivery of services, the City has centralized printing, micrographics, copier service and office supply procurement. The services are financed through

internal service fund charges. Staff in the Department of Finance-Purchasing Office coordinate the services.

Stationery Stores offers City departments a centralized source for office supplies, printing, copying and micrographics. Copiers located in City facilities are contracted and administered by Stores staff. A per copy charge is assessed to the user departments, covering all supplies, including paper and maintenance costs. Micrographics services are provided by a private vendor, coordinated by Stores staff.

Stores facilitates the procurement and delivery of office supplies, coordinating with a private supplier

Stationary Stores Fund Expenditures		
	2001	2002
Stationary Stores	922,200	922,310
Print Shop	435,720	443,280
Copiers	288,510	288,510
Micrographics	107,210	107,210
Total Stationary Stores Fund	1,753,640	1,761,310

since 1996. The process was privatized to eliminate inventory costs for the City and provide faster, more efficient delivery of products at the lowest possible cost. Departments order from an assigned catalog, which contains a diverse range of products from paper clips to printer cartridges, most often with next day delivery.

The Print Shop provides a range of printing and copying services to City departments. In 1999, many printing functions were transferred from Information Technology / Information Services to the Print Shop, a consolidation made possible by an investment in new document processing technology, including two high volume copier/network printers and one color copier. In the future, it is anticipated that Print Shop functions will continue to be integrated closely with the IT/IS. In addition, older obsolete equipment will be re-evaluated for functional effectiveness, with the expectation that additional components will eventually be privatized.

The Print shop uses the latest technology printers to provide economical printing and copying services to City departments.

Outgoing US mail from City departments is processed in the mailroom to ensure the lowest possible cost for first and fourth-class mail. A centralized Paragon mail machine is used for bar coding and stamping.

The **Information Technology Fund** combines the former Data Center and Telecommunications Funds into one operational and accounting structure. Functions include providing staff assistance to the IT/IS Advisory Board, assisting City staff with technology concerns and development, serving as liaison to Sedgwick County Data Processing, managing system applications, and providing a City-owned telephone system to the organization at the lowest possible cost.



Information Technology (IT) services support 1,927 users of eleven major systems at 34 City facilities. System access is available twenty-four hours a day through 1,204 personal computers (PCs). Telecommunications services are provided through 2,201 telephone lines and 1,299 telephone instruments to City staff at all City owned and operated locations.

Systems supported by IT include: Internet applications; public safety; Geographic Information Systems (GIS); document imaging; office automation (including electronic mail and Microsoft Office productivity software); water billing; permitting (Central Inspection); park and recreation registration; Firehouse; personnel; finance; and telecommunications, including long-distance service and pagers.

System or Application	Number of Users
Public Safety	1,025
Office Automation	900
Utility Billing	90
Park Recreation	30
Central Inspection	85
Finance/Payroll	225
Internet Access	300
Telecommunications	1,350

Information Technology (IT) is an internal service operation, charging City of Wichita departments for support and maintenance of the information systems. IT is staffed by 37 employees, 35 of who are professional staff. Data charges and staffing levels increase only with additional service provision, as new systems are added, or as systems are expanded.

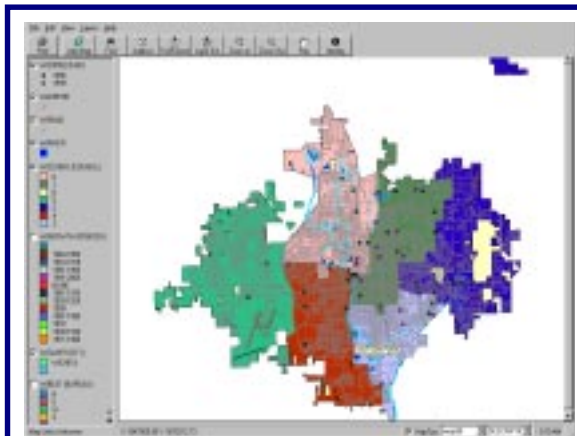
A new \$1.75 million Public Safety system is currently under development. The existing system, in use since 1989, cannot be migrated to the City's standard operating system, will not support an incident-based reporting system, and will no longer be supported by the vendor. A team comprised of Municipal Court, Information Technology, and Police personnel researched and selected a vendor to implement the new system. The recommended system will allow information to be shared by Police, Prosecution, and Court. The new system also streamlines data entry by integrating bar code and driver's license scanning, imaging, and Internet technology. Customer service will be improved, as payment, court date, and other notification processes are part of the new application. The new system is expected to be operational in the first half of 2002.

The 2001 Revised Budget includes the replacement of the Local Area Network (LAN), the backbone of the City's network. The LAN connects desktop personal computers and printers to the servers, which operate the City's computer systems. The LAN was first installed in 1989 to serve 94 terminals and 17 printers. In 1996, the network was replaced to handle the increased load of 636 terminals, 256 PCs, and 24 laser printers. The 1996 system was replaced in October 2001, and serves 820 PCs and 120 laser printers. The replacement equipment will increase network speeds by a factor of ten, more than offsetting the additional network traffic created by the addition of GIS and Internet services. The budget includes \$600,000 for LAN replacement.

Another large project that IT/IS has undertaken is creating a Wide Area Network (WAN) to connect all City sites. Currently there are 24 sites connected via T1, ISDN, and direct fiber linkage. In addition to these more traditional means of communications, IT/IS is investigating new technologies to offer a variety of connectivity to staff housed outside of City Hall.

IT/IS and Municipal Court have worked with Kansas Department of Records (KDOR) to place into production electronic delivery of driver's license suspension and re-instatement information. Previously

this was an entirely paper-based process, and is now completely electronic. This has resulted in faster service to citizens and a reduction in delivery costs to Municipal Court, as well as KDOR.



The new MapWise application allows novice users to access valuable data on land use, infrastructure, and incident reporting.

Recently IT/IS and the City of Wichita have begun to provide Web/Internet capabilities to the Wichita Convention and Visitors Bureau (CVB). The most immediate need is to create a portal site for Wichita. As an integral part of the tourism package, the portal site will provide one stop shopping for people wanting to get information about Wichita, including hotels, restaurants, travel information, and attractions. Outsourcing the development is the most cost effective and quickest way to get the portal to market. Long-term maintenance will be handled by IT/IS. A vendor has been selected and planning is in place for development to begin.

Migration to Microsoft Office 2000 is complete. Prior to beginning the software migration, IT staff had to replace and test new hardware, as the previous operating systems were not supported beyond 2000. One of the many improvements achieved during the change over was the standardization of software. All office automation accounts now include Word, Excel, Outlook, and PowerPoint. Finally, all computers with processor speeds less than 200 MHz were replaced, due to the increased operating requirements of MS Office 2000.

IT staff are currently planning the migration of the City's operating systems to Windows 2000 or Windows XP. Unlike the relatively simple upgrade to the desktop productivity software, the operating system upgrade will require new servers and server software. Also as a part of the operating system upgrade, personal computers with processor speeds less than 300 MHz are being considered for replacement. A total of \$460,000 is included in the 2002 budget for hardware, software, and training.

Geographic Information Systems (GIS) assists with many projects, involving most City departments. For example, GIS played a critical role in locating fire stations for the Fire Station Construction/Relocation plan, approved in 2000. As additional base layers of data are completed, GIS will continue to grow in importance to other City departments, allowing greater analysis of operations, allowing departments to use scientific analysis to improve service to citizens, and mapping the City's infrastructure assets.

A new application, MapWise, offers significantly enhanced access to GIS information. The MapWise application is less expensive to license and more user-



The City of Wichita web page includes links to e-procurement, city code, employment, and other services.



friendly than traditional GIS applications. The low cost and ease of use has allowed many more users access to GIS data with little or no net increase in cost to the City.

MapWise is further enhanced by the addition of zoning information. Personnel in Planning, Water and Sewer, Central Inspection, and Engineering are able to access the most up-to-date zoning information from the desktop, replacing the old system of quarter-section maps.

The Intranet will reduce costs to print and distribute internal documents significantly.

The City's web site, <http://www.wichitagov.org/>, went live in October 1999. The web site improves City services by allowing citizens access to information and forms 24 hours per day, 7 days per week. Information is available through community bulletins and newsletters, calendars, surveys, and E-mail access to City departments and employees. Court docket information, applications for employment, records requests, and diversion requests are all available on-line for citizens. Forms for building permits, licensure, vendor registration, and applications for Industrial Revenue Bond financing are also available on-line, allowing businesses to operate more efficiently. Additional E-Government services are under development, including utility billing, Park recreation facility/class scheduling and fee payments.

E-procurement went live in July 2000, establishing an electronic relationship between the City and its thousands of vendors. The system automates procurement transactions, including on-line vendor registration, bid solicitation and submission, purchase orders and invoice submission. Electronic procurement is the first of many opportunities to re-engineer the way the City does business.

The Intranet uses Internet-based technology within the organization to facilitate communication and access to information. An Intranet is currently under development, and is expected to be in use by summer 2001. It will be available to the approximately 900 employees who have access to the office automation system. The first benefit of the Intranet will be paperless publication of documents. For example, the employee newsletter, job listings, the Council newsletter, and other internal documents that are distributed as hard copies will be available on the Intranet. Savings will accrue not only from printing times and costs avoided, but also from the time taken to sort and distribute information. As Intranet technology develops further, the City may be able to process internal forms on the Intranet, eliminating thousands of paper copies and many hours spent distributing those copies every year.

Improvements in Telecommunications services are also underway. A fax server is now on-line, allowing City network users to send faxes from the desktop in a manner similar to hard copy E-mail. The fax server will also reduce the City's dependence on traditional fax machines, allowing faxes to be phased out over time. Voice mail was also added in 2000, and is now in use by City departments.

The Help Desk structure was strengthened by the addition of a Help Desk Supervisor in 2000, and will be further enhanced by an additional help desk technician in 2002. The Help Desk Supervisor coordinates traditional Help Desk activities such as user support, system monitoring and maintenance, installing and repairing hardware, as well as working with City departments to improve services. The additional technician will help to maintain timely service and keep computer (and employee) downtime to a minimum.



The 2002 Budget reflects the many initiatives underway. Information Technology employment increases from 28 positions (27.5 full-time equivalency (FTE)) in 2000 to 37 FTE in 2001, an increase of 9 positions and 9.5 FTEs. Three positions are added in 2002, bringing total IT employment to 40.

The 2001 position additions include:

- Two Systems Analyst IIs (SA II) added in 2000, one to support GIS Master Plan development, and one to support the City's network;
- One SA III to support Transit applications, including electronic farebox, paratransit scheduling, and automatic vehicle location (AVL) technology;
- Two SA IIs transferred from Library, to support Library applications while centralizing IT services (no net position additions);
- One SA II to support the new tourism website;
- One SA II to support small applications. A position was deleted from the Finance General Fund budget to offset the new Systems Analyst;
- Two support positions added in 2000, an Administrative Assistant and a Secretary. These are the only two administrative positions in an IT staff of 40.

The 2002 position additions include:

- Two positions transferred from Airport, to provide more coverage for Airport applications and to centralize the City's IT staff;
- One SA I added to the Help Desk.

The 2002 budget also includes the upgrade of a part-time Internet support position to full-time status. Finally, the creation of an Assistant Chief Information Officer position is included to assist in business plan development, project management, and customer relations. The position also provides a succession plan for the City. The Assistant CIO addition is offset by the deletion of a Systems Analyst III.

Finance Department Budget Summary					
	2000 Actual	2001 Adopted	2001 Revised	2002 Adopted	2003 Approved
Personal Services	35,451,082	39,283,270	39,426,670	42,014,990	44,114,600
Contractual Services	29,620,504	34,131,860	35,477,730	36,995,050	39,769,500
Commodities	527,274	509,300	559,720	891,810	523,390
Capital Outlay	206,582	314,750	83,110	666,420	197,100
Other	3,319,701	6,094,000	8,075,320	5,060,320	6,211,310
Total Local Expenditures	69,125,143	80,333,180	83,622,550	85,628,590	90,815,900
General Fund	3,273,137	3,533,770	3,672,930	3,807,170	3,875,090
Information Technology	3,634,810	5,009,450	6,977,230	5,660,580	5,513,990
Stationary Stores Fund	1,493,479	1,571,410	1,753,640	1,761,310	1,768,370
Self Insurance	21,051,836	25,291,320	25,222,250	27,613,260	29,531,090
Pension	39,083,224	43,796,480	43,928,190	46,194,520	48,677,850
Economic Development	588,667	1,130,750	2,068,310	591,750	605,310
Total Local Expenditures	69,125,153	80,333,180	83,622,550	85,628,590	89,971,700
Total full-time positions	103	107	112	117	117
Total part-time positions	3	3	3	2	2
Total FTE	104.75	108.75	113.75	118.25	118.25



GOLF

The mission of the Golf system is to provide high quality golfing opportunities to citizens with course operations being fully funded by golfers paying reasonable fees.

Overview

The City operates five golf courses: Arthur B. Sim Park; L.W. Clapp; Alfred MacDonald, Tex Consolver, and Auburn Hills. City staff maintains each course and the entire golf operation is supervised by the Golf Course Manager employed by the City. At four of the five courses, the City contracts with a PGA pro who is responsible for the pro shop and concessions. At Auburn Hills, a City Golf Pro manages the clubhouse operations.

The courses are funded by the Golf Fund with operating revenues derived solely from user fees. Annually, almost 195,000 rounds are played at the City's courses. Fees include regular green fees, weekend/holiday fees, season passes, and tournament fees.

The five courses each offer the golfer a different set of challenges. Located in west Wichita, Tex Consolver golf course, at 7,361 yards, is the longest of the City's four courses. The 72 par course is considered one of the most challenging, with six water holes and a fair amount of tree cover. In 1993, a new irrigation system was installed, at a cost of \$840,000. Annually, over 53,000 rounds are played.

The L.W. Clapp course, located in near southeast area of Wichita, is the smallest course, occupying 95 acres. The tight layout coupled with a creek wandering through the course creates many challenging holes. The 70 par course measures 6,087 yards, and hosts around 43,000 rounds annually. The course received a major renovation in 1988 with new greens and a new irrigation system.

Sim course is located in the center of Wichita, near downtown. At 6,330 yards, the par 70 course offers a simplified layout, with tree-lined fairways leading to well bunkered greens. Sim is the City's busiest course, generating nearly 60,000 rounds annually. The course was enhanced in 1988, with significant tee box and greens renovations, in addition to a new irrigation system.

The par 71 MacDonald course is generally considered to be the best all-around municipal course. The course measures 6,387 yards, and features fairways lined with old cottonwood trees. Nearly 48,000 rounds are played annually at MacDonald. During 1995, the City invested nearly \$2 million in a complete renovation of the course, including a new irrigation system and 18 new greens.

Auburn Hills course is the City's newest, opening in May 2001. This course was the result of a public / private

Course	Yards	Slope	Rating
Sim	6,330	113	70.2
L.W. Clapp	6,087	122	69.9
MacDonald	6,387	131	73.9
Consolver	7,361	119	72.8
Auburn Hills	7,169	n/a	n/a

The City offers five courses.



The par 3, seventh hole at Auburn Hills. Auburn Hills opened in May 2001.

partnership and the investment of over \$11 million. Designed by world-renowned golf course designer Perry Dye, the course expected to be one of the finest in the region.

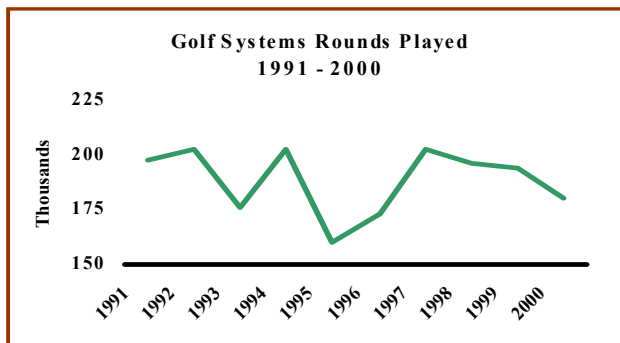


Depending on the layout of the course, between three and five full-time City staff provide maintenance. A Maintenance Superintendent, assisted by an Assistant Superintendent and a Greenskeeper directs the activities at each course. Seasonal part-time staff are used extensively, particularly during the summer months. With its corridor-style design, maintenance at Auburn Hills is more labor intensive. In addition to the Superintendent and Assistant Superintendent, five additional full time staff are involved in course maintenance.

Clubhouse operations at four of the City courses are contracted management services with PGA Pros. At these courses, the Pros provide golf carts, lessons, limited concessions and pro shop items. The Auburn Hills clubhouse includes an expanded pro shop and full grill service operated by the City. In addition, a City operated fleet of golf carts is available at Auburn Hills. A PGA Pro is employed by the City at Auburn to manage clubhouse operations and provide lessons.

Finance and Operations

The budget for Golf provides for a continuation of the enhanced maintenance operations activities initiated in 1997. In addition, increased debt service is budgeted, associated with the system capital improvements that have been undertaken the past few years. Funding for additional maintenance staff is included for the Auburn Hills course. Also, four additional full time staff are included to operate the Auburn clubhouse.



Golf revenues are generated exclusively from user fees and interest earned on fund balances. Except for periods during which courses were being renovated, approximately 195,000 rounds



The 18th green at Auburn Hills, with the clubhouse in the background.

Selected Performance Measures

	1999	2000	2001
Operating cost per round played	11.55	13.48	12.78
FTE per course acres	0.03	0.03	0.04
FTE per course holes	0.41	0.55	0.61
Total rounds of golf (thousands)	194	179	228

The City's newest golf course, Auburn Hills, opened in May of 2001.



are played annually. Auburn Hills annual rounds are expected to increase the total rounds played to 230,000.

During the summer months, the courses host Junior Golf. The Junior Golf Program provides golfing opportunities for youth at a reduced rate of \$2 per round. The program has been very successful and not only provides summer recreation for youth, but helps to develop future golfers for the City courses.

In the past decade, the City has invested over \$14 million in course capital improvements. This effort has included major renovations at Sim Park and LW Clapp in 1988; a new irrigation system at Pawnee Prairie in 1993; and total renovation of the MacDonald course in 1995. These capital improvement projects culminated with the completion of the new Auburn Hills Golf Course in west Wichita.



Junior Golfers gather at Consolver Golf Course for a morning lesson. The City hosts Junior Golf play during the summer months.

The Golf budget includes enhanced grounds maintenance under a program that began in 1997. Since that time, maintenance staff have aggressively overseeded fairways, rebuilt tee boxes, improved drainage and completed other projects. Enhanced operating expenses, coupled with the capital investment of the last decade, are intended to ensure a high quality round of golf at a reasonable price.

Golf Fund Budget Summary					
	2000	2001	2001	2002	2003
	Actual	Adopted	Revised	Adopted	Approved
Golf Fund Revenue	2,586,701	3,117,970	3,799,700	4,275,640	4,325,680
Personal Services	1,141,659	1,305,650	1,545,260	1,684,300	1,733,610
Contractual Services		689,598	799,400	787,250	787,250
Commodities	403,290	416,430	420,440	447,730	447,730
Capital Outlay	189,931	129,200	129,200	125,000	135,000
Other	531,399	1,081,360	1,381,560	1,232,170	1,216,640
Total Golf Fund Expenditures	2,266,279	3,622,238	4,275,860	4,276,450	4,320,230
Golf Fund Cash Balance	1,105,300	601,032	124,872	124,062	129,512
Total full-time positions	22	22	29	29	29
Total part-time positions	34	37	60	60	60
Total FTE positions	47.5	42	55.75	55.75	55.75